GREATER SOUTH EAST ENERGY HUB

Business Plan

Item 3.5 - Appendix 1

February 2021

1.0 EXECUTIVE SUMMARY

1.1 Purpose

The Greater South East Energy Hub (GSEEH) is a collaboration of eleven Local Enterprise Partnerships (LEPs). These LEPs are working together to increase the number, scale and quality of local energy projects being delivered across the greater south east region of England.

The Energy Hub comprises the following members:

- Cambridgeshire & Peterborough Combined Authority (Accountable Body)
- Cambridge & Peterborough Combined Authority (Business Board)
- New Anglia LEP
- South East LEP
- South East Midlands LEP
- Coast to Capital LEP
- Enterprise M3 LEP
- Hertfordshire LEP
- Oxfordshire LEP
- Buckinghamshire LEP
- London Economic Partnership
- Thames Valley Berkshire LEP

1.2 This business plan is designed to provide detail of the:

- Strategic objectives and fit
- Objectives
- Governance structure
- Management and resourcing structure
- Financial plan
- Strengths, Weaknesses, Opportunities and Threats

2.0 Introduction

2.1 Background

2.2 National landscape

- The UK Industrial strategy is underpinned by four grand challenges, two are relevant to energy:
  - Clean Growth – to maximise the advantages for the UK industry from the global shift to clean growth
  - Ai & Data Economy – Ai and digital revolution.

- The UK is hosting the 26th UN Climate Change Conference of the Parties (COP26) in Glasgow on 1 – 12 November 2021, MCAs are working with the Minister to promote place-based initiatives to ensure that there is activity across the Country.

- Since the Hubs inception, in June 2019, the Government has committed to Net Zero by 2050. parliament passed legislation requiring the government to reduce the UK's net emissions of greenhouse gases by 100% relative to 1990 levels by 2050.

- The Conservative manifesto committed £9.2bn to energy efficiency of home and public sector buildings.
- The Clean Growth Strategy committed to upgrade as many homes as possible to EPC Band C by 2035, with fuel poor homes, social housing and private rented sector to upgrade as many homes as possible to EPC Band C by 2030.

- July 2020 the Chancellor's Summer Economic Statement announced £2bn of support through the Green Home Grant as part of the Covid-19 recovery stimulus package. The target is to make over 600,000 homes more energy efficiency and support over 100,000 jobs in green construction, cutting carbon emissions and saving households money on their energy bills. A further £50m was announced for a social housing decarbonisation fund and £1bn for public sector building decarbonisation.

- The Prime Minster launched a 10-point plan which was supported by the Comprehensive Spending Review 2020, allocating an additional £150m for the Home Upgrade Grant, extended the Green Home Grant voucher scheme with £320m and provided a further £60m to retrofit social housing. It has committed to spending £3bn on building decarbonisation over the course of this parliament. £122m clean heat networks – and 600,000 heat pumps by 2028 to be set out in the Heat and Buildings Strategy. £275m installation of charge points (homes, businesses, on street) £90m larger on street charging schemes and rapid charging hubs.

- The Energy White has been published, investing £1.3bn to accelerate the rollout of EV charge points and moving away from fossil fuel boilers by the mid 2030's. The Buildings and Heat Strategy is due to be published in Spring.

- Since the development of the Local Energy Strategies and formation of the Hubs, the Government has committed to net zero by 2050, and many local authorities have declared Climate Emergencies.

3.0 The Combined Authority strategic **objectives and fit**

- The Cambridgeshire & Peterborough Independent Commission on Climate was created by the CPCA in 2020, on the recommendation of the Combined Authority Board. The task of the Commission is to provide authoritative recommendations to help the region mitigate and adapt to the impacts of climate change, enabling us to meet the commitment to eradicating net carbon emissions across the area by 2050. The intention is that it will be a shot in the arm for the debate on how best to reduce carbon emissions and enhance our natural environment, moving us on from examining the depth of the issue to the *successful delivery of high impact solutions at scale and pace.*

- Since conception in 2019 the Energy Hub has grown from an income of £1.31m for the initial delivery period to £79m with the recent award of the housing retrofit project, the scale of funding could increase to circa £200m in 2022/23. The Energy Hub is delivering a broad range of services aligned with Government policy priorities on behalf of a number of departments within BEIS. The growth of the Hub, alongside their networks and areas of activity are aligned with the CPCAs climate and greening goals.

- The increased scale of funding now provides an opportunity to deliver a meaningful impact on a number of the CPCAs objectives, and is now able to deliver a number of outcomes including:
  - Development of decarbonisation skills and supply chains
  - Energy infrastructure improvements
  - Development of distributed energy generation and storage Improving the energy efficiency of social housing and the broader housing base

- There are 5 Local Energy Hubs in England, 4 of which are hosted by Combined Authorities. MCAs are governments preferred Accountable Bodies as it aligns with current and future devolution plans.

- The Energy Hub provides a great opportunity to increase market capacity, supply chain and skills nationally delivered from the C&P area. It is estimated 25m homes will need to be decarbonised by 2050 (nationally) and this presents a great opportunity for C&P businesses to become accredited suppliers and develop skilled employees (through a

Green Skills Centre currently being established in Peterborough) to service this national market.

- There are likely to be significant supply chain opportunities for firms, close to and integrated with the Energy Hub's work. This link, and integration of local firms, could be achieved by partnering the Energy Hub with the Business Board's Business Growth Service and Growth Hub. The combination of the Growth Service business support to local firms, and Energy Hub funding to nudge customers to install new equipment, could create a C&P supply chain worth £300m and create 5,000 new jobs in our Peterborough and our market towns.

4.0 The energy hubs – Nationally and Greater South East

4.1 National Energy Hubs

In 2017 BEIS allocated £1.6 million for the development of Local Energy Strategies by each of the Local Enterprise Partnerships (LEPs), which included identifying a pipeline of energy investment opportunities in each LEP area. Following on from the strategies, BEIS allocated funding to support the capacity of LEPs and local authorities to play a leading role in delivering low-carbon economic growth. The model for delivery of this support was the establishment of five Local Energy Hubs in England to support the capacity of LEPs and local authorities to deliver energy projects. Each Hub was set up to serve a number of LEP areas which were agreed by mutual consent with the constituent LEPs, with each Hub developing a governance structure in which LEPs are represented and involved in strategic decision-making.

The Hubs became operational in 2018/19, core funding of **£4.94 million** for local energy capacity support was provided by BEIS in March 2018. Additional funding has been provided on an annual basis since, bringing total core funding to March 2020 of **£8.45 million.** This funding has supported a three-year programme of activity the current programme is due to end in March 2023.

4.2 BEIS objectives of the Local Energy Hubs

- Increase number, quality and commercial appeal of local energy projects being delivered.
- Provide regional leadership, including raising local awareness of opportunities for and benefits of local energy investment, and liaison with BEIS.
- Enable local areas to attract private and/or public finance for energy projects.

- Identify opportunities for income from projects and other programmes delivered by the hub to contribute towards additional core funding.
- Support and deliver relevant Government schemes, as agreed between BEIS and the Lead Authority.
- Improve the collaboration and coordination across LEPs and hubs via shared toolkits and platforms.

4.3 The Greater South East Energy Hub

The key objective of the Energy Hub is to work collaboratively with LEPs and their member local authorities across the greater south east area to co-ordinate the identification and prioritisation of local energy projects and to undertake the initial stages of development for priority projects up to a point where investment can be secured. The governance structure of the Energy Hub allows for decisions to be made at a local level and to be aligned with local strategic priorities. The Energy Hub will seek to:

a) Increase the number, quality and scale of local energy projects being delivered;
b) Raise local awareness of the opportunity for and benefits of local energy investment;
c) Enable local areas to attract private and/or public finance for energy projects;
d) Provide support to emergent organisations seeking to develop community energy projects.
e) Share learning from successful studies and projects to other areas.
f) To put the region at the forefrontof the UK's drive towards clean economic growth, reflecting the Government's Clean Growth and Industrial Strategies.
g) To create high-value jobs in the energy sector and broader supply chain that support our wider economic growth objectives.
h) To ensure that our economy isunderpinned by a world class energy system.

i) To enable local people to benefitfrom the many new energy opportunities that will be createdover the next decade.

j) To foster innovation, both within the energy sector andacross other sectors

k) To create a dynamic, flexible energy system comprised of smartenergy grids and a new distributionnetwork that leads development

l) To create a local energy market, where buying and selling energy locally brings improved economic resilience for residents and businesses and greater affordabilityof energy supply

m) To reduce carbon emissions, in linewith national targets

n) To improve air quality in the CPCA area, benefiting the health ofall residents

o) To play an active role with the newenergy hub for South East Englandand ensure that our area attracts and benefits from available investment in energy infrastructure.

4.3.1 Proposed tasks

1. Further develop the pipeline of projects and continue to secure commercial investment.
2. Continue to support and deliver ongoing Government schemes and other key economic stimulus package, as agreed between BEIS and the Lead Authority, including the Green Homes Grant Local Authority Delivery scheme.
3. Increase regional visibility and leadership through coordination of and attendance at events regionally and nationally.
4. Improve collaboration with BEIS via streamlined processes and greater coordination.

4.3.2 The scale of delivering the Green Homes Grant

2. The Grant's objectives are to:

- Tackle fuel poverty by increasing low-income household's energy efficiency rating while reducing their energy bills;
- Deliver cost effective carbon savings to carbon budgets and progress towards the UK's target for net zero by 2050;
- Support clean growth and ensure homes are thermally comfortable, efficient and well adapted to climate change;
- Utilise the role of Local Energy Hubs to build Local Authority capacity and supply chains to deliver energy efficiency at scale;
- Support economic resilience and a green recovery in response to the economic impacts of Covid-19, creating thousands of jobs; and

- Use learnings from the delivery experience to inform the development and design of further energy efficiency and heat schemes

4.3.3 21/22 delivery of Green Homes Grant (GHG)

In July 2020, the Chancellor announced £2 billion of support through the GHG to save households money; cut carbon; and create green jobs. The GHG will be comprised of up to £1.5bn of support through energy efficiency vouchers and up to £500m of support allocated to English Local Authority (LA) delivery partners, through GHG local delivery.

The GHG LAD scheme sets out to upgrade the energy performance of over 200,000 of the worst-quality homes in England by installing energy efficiency and low carbon measures.

The scheme is split into to two initial funding tranches of £200M (Phase 1), and £300M (Phase 2). For Phase 2, up to £300m has been made available for Local Energy Hubs to deliver projects in 2021/22 to help low-income families living in the worst-quality homes in England (those rated EPC E, F or G). £79.3 million has been allocated to the GSEEH.

Phase 2 of GHG LAD sets out to raise the energy efficiency rating of low income and low EPC rated households (those with E, F or G), this is expected to result in the following outcomes:

- Tackle fuel poverty by increasing low-income household's energy efficiency rating while reducing their energy bills;
- Support clean growth and promoting global action to tackle climate change;
- Support economic resilience and a green recovery in response to the economic impacts of Covid-19, creating thousands of jobs; and
- Use learnings from the delivery experience to inform the development and design of further energy efficiency and heat schemes.

4.3.5 Delivery Model Assessment

The delivery requirements have been split into two elements: the scoping and management of the schemes and the delivery of the retrofit measures.
The first has been procured as a four-year framework and the second as a five-year Dynamic Purchasing System (DPS - a modern day approved list)

A DPS was selected for the delivery of the measures as it allows periodic refresh which supports both new entrants to the market and the addition of other retrofit measures as they become fundable.

The requirement has been promoted both through the DPS advertisement and a separate market engagement event which is being organised by the Built

Environment Network to both explain the opportunity and to encourage new entrants to get accredited and registered on the DPS. Although fundamentally organised by the GSEEH, the event is being promoted nationally as there is an opportunity for C&P based suppliers to both deliver against the GSEEH funding allocation for both C&P neigborough counties/ LEP and the delivery requirements of the neigborough hubs.
As the growth of this supply base is going to be an ongoing requirement, future events will be organised to both promote the scheme and to support local suppliers becoming public sector/ retrofit ready in both the required skills and general capacity.

4.3.6 Contracting Approach

The contracting strategy has been designed to enable an efficient and flexible approach to achieving a time pressured delivery. Both the framework and the DPS can be utilised by the GSEEH, the above listed LEPs, the consortia leads or any of the 141 local authorities to deliver any of their retrofit measures. This means that in addition to delivering the above referenced funding, local authorities can use the arrangement to deliver their own net zero funding to any owned properties creating an even greater opportunity for local growth.
In addition, to make the process easier for SMEs and new entrants, the DPS includes a suite of standard documents so that if registered to deliver across multiple areas, the process and the expectations are the same.

4.4 OPPORTUNITIES AS PART OF THE 21/22 £79M Green Homes Grant LAD2 DELIVERY

It is proposed that we will use The Green Skills Centre being established in Peterborough as a test case. It will act as a feeder into the Net Zero Innovation Eco-System as well as providing technical skills-based training. In line with the government's reforms for Technical Education, the curriculum will be built around employer demand. Uniquely, the Centre will involve and employ industry experts within its teaching staff. It is anticipated that the green skills centre will focus on four sectors required to achieve net zero by 2050:

Energy sector: design new curriculum to train new entrants and up and reskill existing worked. Examples include the need to increase low carbon electricity generation to ensure demand can be met whether in home or transport, installation and maintenance of energy storage devices and batteries, development of additional technicians able to install electric vehicle charging points.

Motor vehicle: The majority of new cars will be electric by 2030. We will need the skills to support the change in this industry. Motor technicians will need a

new skill set to service and repair electric vehicles, including programming and diagnostic skills.

Construction: modern methods of technology, skills to retrofit existing buildings including insulation and cladding, installation and maintenance of ground and air source heat-pumps for commercial and domestic buildings

Advanced manufacturing: training in green manufacturing techniques, for example, production of biodegradable packaging products, product manufacturing from post-consumer waste, food manufacturing and components

Further research is required to identify the number of workers who will be displaced due to the changes in government regulation meaning that their roles will become obsolete. In, we must fully understand the skills demand to ensure the economy can thrive within the new regulation and create a talent pipeline to ensure the skills challenge is met.

The CPCA's refreshed Skills Strategy will identify Green Skills as a cross cutting theme throughout, making the skills required for net zero a priority for investment of future education budgets that are devolved or delegated, such as the Lifetime Skills Guarantee and the Adult Education Budget. It could provide significant opportunities to upskill and reskill CPCA residents in Green Skills and jobs that are in-demand and better paid, improving prosperity in the region. Local Colleges are already developing Green Skills Academy ideas to address the skills needs of this emerging sector. We will act to further link skills provision to business needs and help local people better understand the opportunities that exist and access the skills needed. The transition to a net zero economy is likely to have a significant impact on employment and could result in sectoral disparities.

Shifting the economy by 2050 will lead to significant changes in jobs and skills requirements. These changes translate to new skill sets, updates of curricula and new qualifications. In turn we will need to upskill, reskill and train residents to ensure businesses and the economy has the right skills to support this transition.

About half of all employees in the UK are likely to experience an elevated risk of displacement or job transformation. For the region to reap the benefits of a green economy, we must provide the right conditions for investment in an inclusive learning system.

There are likely to be significant supply chain opportunities for firms, close to and integrated with the Energy Hub's work. This link, and integration of local firms, could be achieved by partnering the Energy Hub with the Business Board's Business Growth Service and Growth Hub. The combination of the Growth Service business support to local firms, and Energy Hub funding to nudge customers to install new equipment, could create a C&P supply chain worth £300m and create 5,000 new jobs in our Peterborough and our market towns. It would also allow us to work with suppliers, to see if we can build manufacturing capacity in the region, so to reduce the length of the supply chain

and also set up manufacturing operations. For example the UK imports heat pumps. One approach through the Business Growth Service, could be to approach a number of suppliers of a particular product, particularly if it has to be imported and see whether they would be willing to access funding to work up the creation of a manufacturing facility in the CPCA region. If such manufacturing operations were established then it could supply the rest of Greater South Easy Energy Hub LEPs and / or the wider UKs requirement. These shorter supply chains would lead to more roles in logistics by the fact of proximity, so delivery time, particularly if just in the GSEEH LEP areas.

In order to understand the energy refit landscape, that being suppliers, supply chain, manufacturers, accreditation and skills required. CPCA will instruct a 3-month intensive piece of work with a recognised body like 'Cambridge Cleantech', 'Cambridge Institute for Sustainability Leadership', etc. From this, we will seek a detailed matrix of the CPCA area and the wider Greater South East LEPs. This will then give us detailed information across the CPCA region in which to move quickly to market with interventions in supply chain, skills and / or building manufacturing capacity and / or actually manufacturing products.

5.0 GOVERNANCE & MANAGEMENT

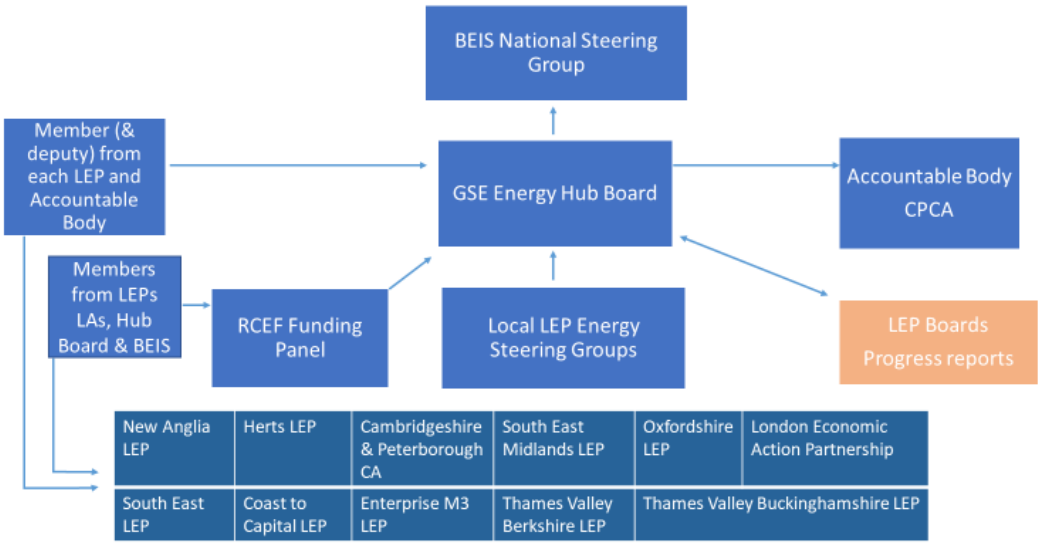
Each region continues to coordinate a governance process, such as a regional board or steering group, enabling all LEPs/lead local authorities in the region to oversee the activities of their Hub and be involved in decision-making.

The GSE Energy Hub is governed by representatives of the consortia of eleven LEPs/lead authorities in the Greater South East. Cambridge and Peterborough Combined Authority became the Accountable Body in March 2018.

BEIS attend regional board or steering group meetings and leading a monthly meeting with all the regional leads, to monitor progress, ensure information is shared between BEIS and the hubs, and address issues as they arise.

BEIS will continue coordination of the Local Energy project board with senior representatives from within the department and across Whitehall, responsible for overseeing progress and decision-making on the Local Energy programme at the national level.

5.1 GREATER SOUTH EAST ENERGY HUB GOVERNANCE STRUCTURE



This business plan will be delivered in full compliance with the governance requirements set out

This Business Plan provides for sufficient support and leadership from the Senior Responsible Officer in Business & Skills and additional Support will be provided by Finance, HR, Legal, procurement and IT.

6.0 Resource

6.1 ENERGY HUB ORGANISATIONAL STRUCTURE

This section shows the existing agreed structure in figure 1 and the proposed structure with the Green Homes Grant (GHG) and Rural Community Energy Fund (RCEF) grants included.

Current Structure

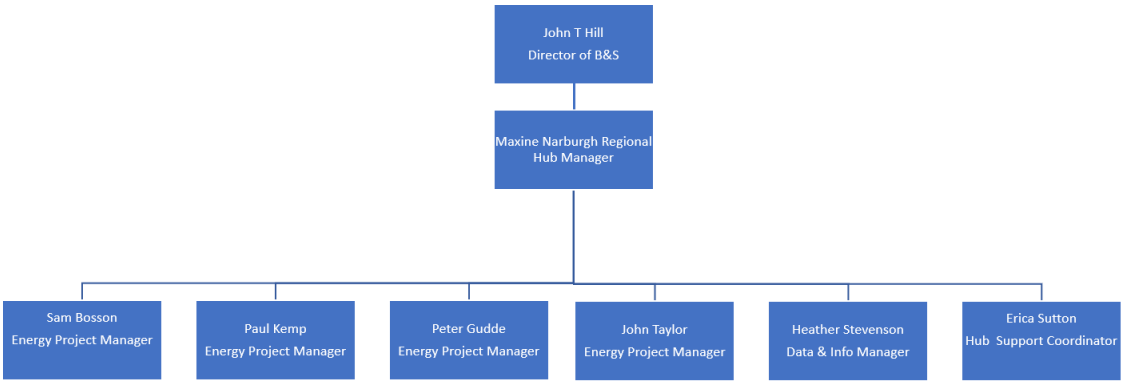


Figure 1 – current organisational structure

Within the proposed new structure, the plan is to get the Regional Hub manager to report into the Deputy CO & BGS SRO. Having the SRO as a span break, has a number of benefits 1) cost effective as it is utlising an existing role 2) allows the Director of Business and Skills to focus more on the directorate and within the Business Board and Combined Authority.

The CPCA corporate services service level agreement needs to be in place to ensure the overall Greater South East Energy Hub has sufficient technical resource in a timely fashion to fulfil BEIS contracts. The resourcing requirement, which is set out by BEIS and funded as part of the Green Homes Grant for 21/22 supports a 3 FTEs, a finance admin role, procurement role and a legal executive.

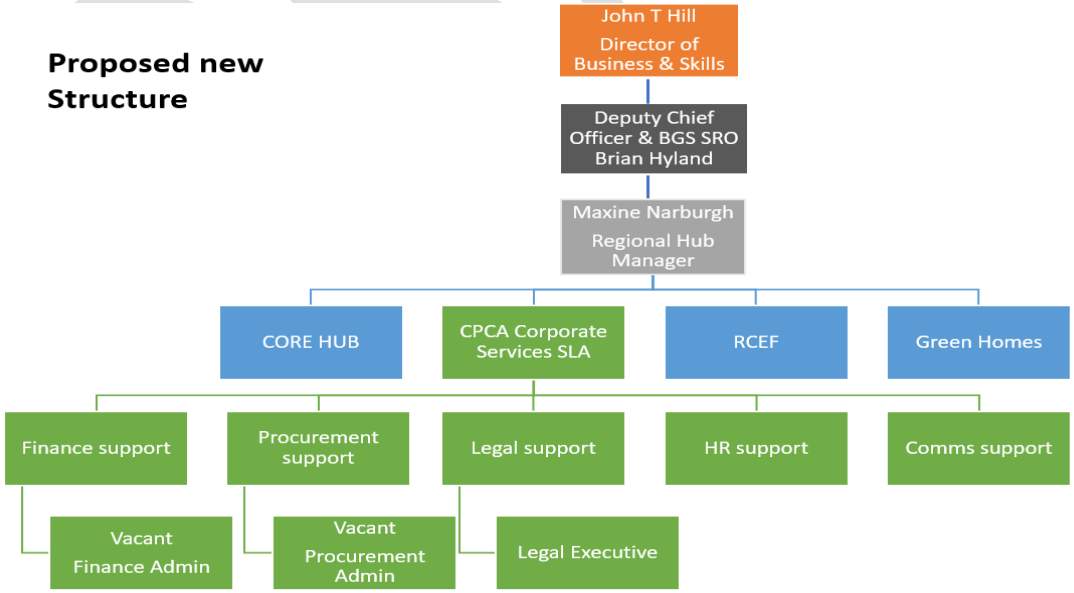


Figure 2 – Proposed new organisational structure

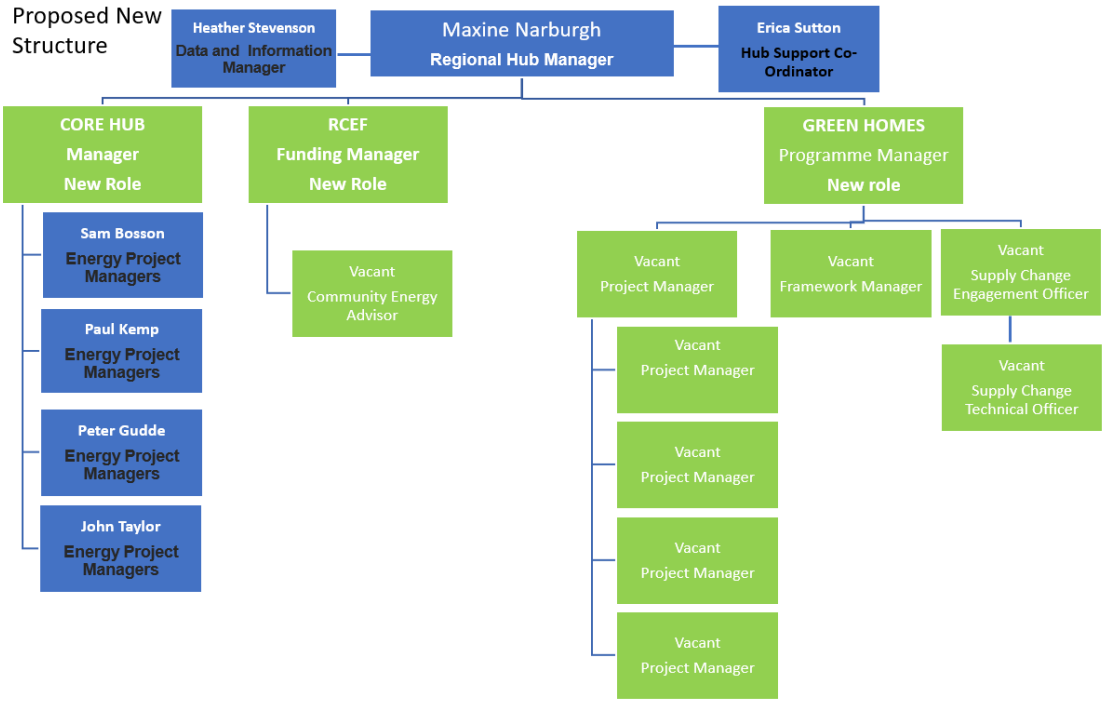


Figure 3 – Proposed new organisational structure at a more detailed level than in figure 2

In total there are 15 new FTE's to manage the GHG and RCEF and all the new roles will be on 12-month fixed term contracts to minimise the risk to CPCA. 12 are for delivery of GHG, 2 are for RCEF and 1 for the core energy hub.

Subject to CPCA remaining as Accountable body, then the plan is to undertake a restructuring exercise within the Energy Hub. This will be led by the deputy CO of the Business Board / SRO BGS, working with HR and the Energy Hub Manager.

To support CPCA and the other 4 national energy hubs, BEIS have recruited an interim HR support who started on Monday, 08th Feb 21 until 31/3/21 to develop the recruitment strategy, draft JDs, undertake recruitment, sifting applications etc. The five Hubs are likely to extend this contract through April.

7.0 Financial

7.1 How is the Greater South East Energy Hub funded?

The GSEEH currently has three main projects:

- The Local Energy Capacity Support (Core Energy Hub) which has been in existence since 2018.
- The Regional Communities Energy Fund (RCEF) which has been a live project since the financial year 2019/20.
- The new Green Homes Grant that has been active since November 2020.

- In addition, other programmes delivered on behalf of BEIS:
  - £200K Council Tax/Business Rates fiscal measures for energy efficiency pilot studies
  - £100K Social Housing Technical Assistance research study – to inform support for future social housing funds.
  - £75K Community Energy England – sector capacity building
  - £18K Rural Net Zero – UK100/Countryside Climate Network
  - £50K Retrofit Practitioner Guide
  - £30K energy spatial mapping

- Other initiatives:
  - KTN Innovation Exchange (iX) challenges – decarbonisation of large engines and zero emission infrastructure for fleet
  - Energy System Catapult – Decarbonisation Academy (retrofit) – skills and supply chain development
  - Modernising Energy Data Applications (UKRI) – USmart:Zero – real-time data and Ai to identify households likely to be in fuel poverty

7.2 The financial scale

The scale of delivery of BEIS Contracts for GSEEH has been increasing extensively over a four-year period, as detailed below:

  - FY 2018/19 - c.£1.31m
  - FY 2019/20 - c.£3.78m
  - FY 2020/21 & 2021/22- £81.462m includes c.£79m for GHG Local Authority Delivery (LAD) 2
  - FY 2022/23 - Potentially c.£200m

CPCA are also bidding for the LAD1 Delivery as part of its housing strategy, which is worth c.£24m in 2021.

Financial Information

Table 1 identifies the funding streams available for these projects, with the Green Homes Grant split into three sections as per the funding agreement. The Core Energy Hub has recently been extended until March 2023, as it originally ran until November 2021. There is a potential of an additional £1.5m being awarded during March 2021 for a grant programme for the public sector, however, this has not been included as we currently have not received confirmation.

Table 1 - GSEEH Income Streams							
Income	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Forecast	FY 21/22 Forecast	FY 22/23 Forecast	FY 23/24 Forecast	Totals
Core Energy Hub	£ 1,321,000	£ -	£ -	£ 1,025,000	£ -	£ -	£ 2,346,000
Regional Communities Energy Fund	£ -	£ 3,080,028	£ -	£ -	£ -	£ -	£ 3,080,028
Green Homes Sourcing Strategy	£ -	£ -	£ 250,000	£ -	£ -	£ -	£ 250,000
Green Homes Sourcing Activity	£ -	£ -	£ 1,000,000	£ -	£ -	£ -	£ 1,000,000
Green Homes Capital Delivery	£ -	£ -	£ 78,350,000	£ -	£ -	£ -	£78,350,000
Totals	£ 1,321,000	£ 3,080,028	£ 79,600,000	£ 1,025,000	£ -	£ -	£85,026,028

Table 2 provides an overview of the expenditure per income funding stream and gives a high-level view of when the funds are currently forecast to be expended. This expenditure is in line with the length of the funding agreements.

Table 2 - GSEEH Expenditure Streams							
Expenditure	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Forecast	FY 21/22 Forecast	FY 22/23 Forecast	FY 23/24 Forecast	
Core Energy Hub	£ 4,340	£ 490,589	£ 610,000	£ 620,000	£ 620,000	£ -	£ 2,344,929
Regional Communities Energy Fund	£ -	£ -	£ 513,114	£ 735,000	£ 1,831,436	£ -	£ 3,079,550
Green Homes Sourcing Strategy	£ -	£ -	£ 250,000	£ -	£ -	£ -	£ 250,000
Green Homes Sourcing Activity	£ -	£ -	£ 184,625	£ 814,375	£ -	£ -	£ 999,000
Green Homes Capital Delivery	£ -	£ -	£ 2,637,500	£ 75,712,500	£ -	£ -	£78,350,000
Totals	£ 4,340	£ 490,589	£ 4,195,239	£ 77,881,875	£ 2,451,436	£ -	£85,023,479

The effects of the income and expenditure are shown below in Table 3. It should be noted that whilst these funds are being shown as specific to the GSEEH, they are held centrally by the CPCA and will therefore be included within the wider CPCA budget.

Table 3 - GSEEH Cash Flow						
Cashflow	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Forecast	FY 21/22 Forecast	FY 22/23 Forecast	FY 23/24 Forecast
Opening Balance	£ -	£ 1,316,660	£ 3,906,099	£ 79,310,860	£ 2,453,985	£ 2,549
Income	£ 1,321,000	£ 3,080,028	£ 79,600,000	£ 1,025,000	£ -	£ -
Expenditure	£ 4,340	£ 490,589	£ 4,195,239	£ 77,881,875	£ 2,451,436	£ -
Closing Balance	£ 1,316,660	£ 3,906,099	£ 79,310,860	£ 2,453,985	£ 2,549	£ 2,549

7.2 20/21 Funding to support the strategy formation for delivering the GHG LAD 2 £79m funding

- £250,000 Sourcing Strategy
- £1,000,000 sourcing activity

8.0 SUPPLIES, SYSTEMS, AND INFRASTRUCTURE

CPCA will provide support services in 21/22 for it to successfully deliver its projects and this will be managed Service Level Agreement (SLA).

9.0 USE OF EXTERNAL SUPPLIERS

Greater South East Energy Hub will seek to use local external suppliers where the appropriate service can be competitively sourced.

10.0 PROPERTY AND ASSETS

None

11.0 INFORMATION SHARING

Hub Board members have a duty to maintain the confidentiality of information that they acquire by virtue of their position. Each shall keep confidential any and all information marked as confidential and any and all materials relating to specific project beneficiaries or prospective beneficiaries of support unless compelled by legal process to disclose such information, or authorised to do so by the Hub Board. The Hub Board members may disclose confidential information to their respective LEP Board and/or Secretariat, providing that information is treated in confidence.

12.0 DATA PROTECTION

Greater South East Energy Hub will comply with the relevant legislation and guidance concerning Data Protection including The General Data Protection Regulation (EU) 2016/679 (GDPR).

13.0 FREEDOM OF INFORMATION

The Greater South East Energy Hub will be subject to requests for the disclosure of information under the Freedom of Information Act 2000 (FOI)

14.0 MARKETING & COMMUNICATION STRATEGY

The Greater South East Energy Hub has a Communications Group comprising representatives from each LEP, the group has an agreed Communications Framework and Communications Protocol.

15.0 SWOT AND RISK ANALYSIS

The Localism Act 2011 requires the CPCA to include a risk assessment as part of the business plan.

In order to properly assess the risks associated a high-level PESTLE Analysis and SWOT Analysis have been prepared.

PESTLE Analysis

The PESTLE is a high-level analysis that examines the external environment and identifies the Political, Economic, Social, Technological, Legal and Environmental factors that could impact the Greater South East Energy Hub.

Political - Funding streams & values - Changes in political priorities	**Economic** - Economic growth - Impact of COVID 19
Social	**Technological**

- Mitigating jobs losses - Improving health and wellbeing	- Innovative technology to administer grants
Legal - Statutory obligations	**Environmental** - Sustaining green recovery

SWOT Analysis

Strengths -	**Weaknesses** - Don't have a detailed understanding of the supply chain, suppliers, manufacturers or skills requirements
Opportunities - Rapid response to COVID 19 recovery - Closer to marketplace for new interventions - Upskilling and re-skilling workforce to undertake remedial works. Link into Business Growth Service - Suppliers of services and products e.g heat pumps working towards manufacturing goods in the CPCA area as opposed to importing. Link into Business Growth Service.	**Threats** - Funding

Risk Management